

Request for Applications: DC Workforce Intermediary – Hospitality Job Placement Partner

The District of Columbia Government, Office of the Deputy Mayor for Planning and Economic Development (DMPED), Workforce Investment Council (WIC) seeks to enter into a twelve (12) month renewable grant with an eligible organization to provide job placement and related services leading to direct employment in the hospitality industry for eligible District residents.

The District contemplates award of a hybrid fixed-price performance-based grant of up to \$840,000.00, with the full grant amount to be paid only upon achievement of specified performance outcomes. This grant may be renewed for up to four (4) years, at the option of the WIC.

I. Background

In 2011, the Council of the District of Columbia passed legislation¹ establishing a new “workforce intermediary” pilot project intended to help strengthen the District’s job training and employment services in key economic sectors. Based on the recommendations of a specially-appointed workforce intermediary task force, the pilot project will be administered through the DC Workforce Investment Council (WIC) and will focus initial efforts on expanding job placement and training capacity in the hospitality and construction sectors.

Long recognized as a best practice in the workforce development field, workforce intermediary or sector strategies are not simply about designing and delivering job training services. Rather, successful workforce intermediaries work to strengthen alignment between a range of stakeholders connected to target industries—including employers, government agencies, education and training providers, and community-based organizations – to make sure that jobseekers have the training and supportive services they need to find and maintain sustainable employment, while also ensuring businesses can access a pipeline of skilled workers to support growth and competitiveness. Workforce intermediaries can serve as “honest brokers” between the public sector and private industry, facilitating the development of policies and programs that can support long-term economic development, while enhancing job quality and retention.

¹ The “Workforce Intermediary Establishment and Reform of First Source Amendment Act of 2011”.

A substantial body of research over the past decade indicates that workforce intermediaries are mutually beneficial on both the supply side and the demand side of local labor markets. For participating employers, workforce intermediaries can enhance productivity by ensuring that new workers have the training necessary to be productive from the first day on the job, and can help reduce turnover². Workers participating in these programs experienced significant increases in average wages and hours worked, as well as access to jobs with benefits such as health insurance and paid sick leave.³

The District's hospitality sector is a natural fit for workforce intermediary activities. The industry accounted for about 8.6% of all jobs in the Washington MSA 2012, and total jobs are expected to increase by 14.7% between 2012 and 2022⁴, meaning there will be continued demand for workers with strong customer service and related job skills. The sector also includes a large number of entry-level positions that are accessible to jobseekers with limited educational attainment or work experience, but which can potentially lead to longer-term careers with family-supporting wages and benefits. By investing in expanded job placement and training capacity in hospitality, the District can help support the competitiveness of a critical growth sector, while ensuring that District residents have the skills necessary to take advantage of emerging opportunities.

The WIC has elected to implement the hospitality component of the District's workforce intermediary pilot in two distinct phases – a job placement phase and an occupational training phase.

In the job placement phase, the WIC will provide funding to a "Job Placement Partner" which will be responsible for screening and assessing DC residents for immediate job opportunities in the hospitality industry. The JPP will work closely with participating employers to identify minimum employment standards and provide job development services to ensure that candidate referrals are carefully matched to the needs of specific businesses.

² For example, a survey of employer participating in [Pennsylvania's Industry Partnership Program](#) found that more than 80 percent of businesses had experienced increased productivity as a result of their participation. A survey of Massachusetts businesses participating in state programs found that 41 percent had decreased turnover.

³ Public/Private Ventures. [Targeting Industries, Training Workers, and Improving Opportunities](#). 2008. In addition, a 2002 report from the Aspen Institute found that low-income workers participating in workforce intermediary programs were able to increase hourly wages by 31 percent over the two years of the study period, and 39 percent of participants had been able to move out of poverty based solely on personal income.

⁴ Economic Modeling Specialists, Int. (EMSI) Complete Employment - 2013.1 This data set combines information from the following sources: District of Columbia Department of Employment Services; Maryland Department of Labor, Licensing and Regulation, Office of Labor Market Analysis and Information; Virginia Employment Commission, Economic Information Services; West Virginia Bureau of Employment Programs, Research Information & Analysis Division.

In the occupational training phase, the WIC anticipates providing funding to one or more entities to strengthen occupational training capacity to ensure that DC jobseekers have the necessary skills to advance into higher-paying jobs within the hospitality sector.

The JPP will be expected to develop a recruitment and referral plan that describes how the JPP will work with training providers receiving grants under the occupational training phase, and other workforce development organizations serving unemployed and underemployed District residents. The plan must include processes to ensure that training services are aligned with the needs of participating employers, and to ensure that eligible jobseekers referred from workforce development organizations have the skills necessary to compete for jobs with participating employers.

The WIC has conducted interviews with a number of hospitality employers and other industry experts to identify challenges and opportunities in the sector and help to shape the overall program design. One key finding of these interviews is that different subsectors of the hospitality industry have very different needs with respect to hiring, retention and employee development. It will be incumbent upon the JPP to work closely with participating employers in each subsector to tailor appropriate placement services.

At the pilot project commences, the WIC will convene a hospitality industry advisory committee that will build on lessons learned through the preliminary interview process and provide ongoing advice to the WIC and program contractors to improve program services.

II. Scope of Services

The Job Placement Partner will be responsible for providing services to both participating employers and jobseekers. In addition to these direct services, the Job Placement Partner will be expected to participate in ongoing planning and development activities with the Workforce Investment Council, the hospitality industry advisory committee, and workforce development organizations providing hospitality training for eligible District residents.

A. Employer Services. The JPP will carry out the following activities for participating employers:

1. Within sixty (60) days of the date of award, develop and implement a screening and assessment protocol through direct consultation with participating employers that incorporates minimum skill standards and other employment requirements identified by participating employers. The

protocol will be subject to approval by the WIC and the hospitality industry advisory committee.

2. Conduct targeted and regular outreach to employers to encourage employer partnerships and identify current and future hiring and skill requirements.

3. Provide referrals of screened and assessed job candidates to participating employers.

4. Work with participating employers to identify and deliver post-placement retention and skill development activities for new hires.

5. Collect and analyze timely and regular customer satisfaction feedback from participating employers and applying findings to service and program improvements.

B. Jobseeker Services. The JPP will carry out the following services for qualifying jobseekers:

1. Conduct screening and assessments for eligible jobseekers, using the screening and assessment protocol described above;

2. For all jobseekers who successfully complete screening and assessment activities, develop individualized service plans that identify career goals and job search strategies that will support those career goals;

3. For all jobseekers completing individualized service plans:

a. Provide referrals to current qualifying job openings with participating employers that are consistent with the career goals and job search strategies identified in the individualized service plans; and

b. Provide short-term training that orients jobseekers to industry standards and expectations

4. For all jobseekers obtaining placement in job openings with participating employers, provide job transition, career coaching and mentoring support to new hires for at least twelve (12) months after the initial job placement.

5. Collect and analyze timely and regular customer satisfaction feedback from participating jobseekers and applying findings to service and program improvements.

C. Additional Grant Activities. The JPP will carry out the following additional activities:

1. Attend all meetings of the hospitality industry advisory committee convened by the WIC.
2. Within ninety (90) days of the date of the award, develop and implement a recruitment and referral plan that describes how training providers and similar organizations, including any organizations receiving grants from the WIC under the occupational training phase, will refer jobseekers for placement and receive feedback from participating employers. The plan will be subject to approval by the WIC.
3. Maintain data on activities and outcomes funded under this contract, and provide regular monthly and quarterly reports to the WIC on such data.
4. Where appropriate, refer unsuccessful jobseekers to DC government agencies or other entities for assistance with employment barriers. Applicants must clearly describe how they will develop and implement a system to refer jobseekers that are not accepted for entry into the program to appropriate services, including the method that will be used to ensure that jobseekers receiving such referrals are able to access services, and the method by which the JPP will determine whether services have been appropriately carried out by the referral entity.

III. Eligible Applicants

Organizations that are eligible to apply for this grant include public or private organizations with demonstrated effectiveness in providing the requested services and meeting the employment needs of the target population, including:

- Non-profit, community-, or faith-based organizations;
- Institutions of higher education;
- Trade associations or chambers of commerce;
- Private, for-profit service providers; or
- Labor unions or labor-management partnerships.

Priority will be given to applicants that:

- Have demonstrated experience working with employers to meet employment needs and jobseekers facing challenges;

- Are positioned to offer continuous and relevant programming from October 1, 2013 to September, 2014 with four optional one-year extensions based on performance and funding availability;
- Demonstrate measurable outcomes from services provided

Applicants are required to demonstrate that they have adequate financial and technological, and organizational capacity to successfully accomplish the requirements described in this RFA.

Applicants will be required to demonstrate that they have, or will have by the start of the grant period, access to appropriate facilities and equipment to meet the requirements of the grant. Facilities must be compliant with all applicable accessibility laws.

Applicants will be required to demonstrate that they have, or will have by the start of the grant period, appropriate staffing to meet the requirements of this contract.

IV. Eligible Jobseekers

To receive job placement services under this RFA, jobseekers must meet the following requirements:

- Be a resident of the District of Columbia;
- Be legally authorized to work in the United States;
- Possess the required skills and experience to be successful in the hospitality sector; and
- Have a household income of less than 200 percent of the federal poverty level, consistent with the table below⁵:

INCOME REQUIREMENTS	
Household Size	Income Limit
1	\$22,980
2	\$31,020
3	\$39,060
4	\$47,100
5	\$55,140
6	\$63,180

⁵ U.S. Department of Health and Human Services. [2013 Poverty Guidelines](#).

V. Eligible Employers and Occupations

During the initial grant period, the Job Placement Partner will be responsible for placing not fewer than 200 eligible DC residents in qualifying jobs in the hospitality sector, and retaining no fewer than 150 eligible DC residents in qualifying jobs in the hospitality sector.

In order to qualify as employment in the hospitality sector, a job must be a direct placement with a hotel, convention center, eating/drinking establishment, or similar business. In addition, qualifying jobs must adhere to the following wage and benefits requirements:

- Pay a minimum hourly wage of at least \$12.50⁶
- Be permanent or have the potential to become a permanent position upon completing a probationary period;
- Provide at least 24 hours of regular work time per week.
- Offer access to benefits (e.g. paid vacation, sick leave, or health insurance), or a clear pathway to advancement into job opportunities that provide such benefits
- Provide pathways to career advancement within the organization or within the industry
- If the job placement is made for an individual who was currently employed at the time of placement, the new job must provide an increase in hourly wages of not less than 10 percent over current employment

Potential jobs that could qualify for placement include, but are not limited to:

- Restaurant Cooks and Bakers
- First Line Supervisors of Food Preparation
- Food Service Managers
- Concierges
- Hotel Desk Clerks
- Housekeeping Cleaners
- Waiters or Waitresses

⁶ The minimum hourly wage under this grant and any option years shall be consistent with the District's current wage standards under the Living Wage Act of 2006.

VI. Required Outcomes

The WIC contemplates awarding a hybrid fixed-price performance-based grant to one (1) eligible applicant of up to \$840,000.00 under which payments will be partly based on successful achievement of the performance outcomes described below.

A. Development of Screening and Assessment Protocol –The JPP will be expected to develop the screening and assessment protocol through direct consultation with participating employers, and must use the protocol to screen and assess eligible jobseekers for referral to employers. The JPP shall be eligible to receive payment of up to ten (10) percent of the total award upon submission and acceptance of the assessment and screening protocol by the WIC and the hospitality industry advisory committee. The screening and assessment protocol must be delivered and approved within sixty (60) days of the date of award.

B. Development of Recruitment and Referral Plan – The JPP will be expected to work with develop and implement a recruitment and referral plan that describes how training providers and similar organizations, including any organizations receiving grants from the WIC under the occupational training phase, will refer jobseekers for placement and receive feedback on services from participating employers. The JPP will be eligible to receive up to ten (10) percent of the total grant award upon submission and approval of the recruitment and referral plan by the WIC and the hospitality industry advisory committee. The recruitment and referral plan must be delivered and approved within ninety (90) days of the date of award.

C. Job Placements –A successful job placement is defined as a placement in a qualifying job for a period of not less than thirty (30) days from the first day of employment, as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation. The JPP is eligible to receive a payment on a per participant basis for each successful placement of an eligible jobseeker, to be billed monthly.

D. Job Retentions – Successful job retention is defined as continued employment in a qualifying job six months following the initial job placement, as evidenced by submission of an employee paystub, letter from the employer, or other supporting documentation. To qualify as successful job retention, the jobseeker does not need to be employed in the same job as the initial placement, but must be in a qualifying job in the hospitality sector. The JPP is eligible to receive a payment on a per

participant basis for each successful retention of an eligible jobseeker, to be billed monthly.

E. Base Payments – Independent of the four performance-based outcomes described above, the JPP shall be eligible to receive monthly base payments, the total of which cannot exceed thirty (30) percent of the total grant award. The JPP is eligible to receive such payments for all months in which the JPP:

- Submits all required monthly and quarterly reports due for the invoicing period
- Attends all required meetings, including (but not limited to) the hospitality industry advisory committee meetings to be convened by the WIC

VII. Reporting and Data Collection Requirements

The JPP will be required to collect, store, and report complete and accurate data relating to the services performed, including operational and program performance; client services provided; and participant demographics and outcomes.

A. Monthly Reports - The JPP will be required to submit monthly reports of program status and progress to the WIC and the hospitality industry advisory committee. The monthly report shall include, at a minimum, individual record data, disaggregated by race, gender, employment status at entry, educational attainment, ward of residence, on the following factors:

- Number of qualifying jobs identified for referrals, by employer
- Number of jobseekers receiving screening and assessments
- Number of jobseekers establishing an individual service plan
- Number of jobseekers participating in short-term industry awareness training
- Number of jobseekers receiving referrals to qualifying jobs, by job opening
- Number of jobseekers receiving interviews for qualifying jobs
- Number of interviews per job opening, by employer and referral source
- Number of jobseekers receiving placement who receive job transition, career coaching, and/or mentoring support for not less than 12 months following initial placement, by service provided

Applicants will be required to describe how they will collect and report this data as part of the application process. Applicants must also describe how they intend to work with the WIC and the hospitality industry advisory committee to analyze data to support program improvements.

B. Quarterly Reports. The JPP will be required to submit quarterly narrative reports describing the JPP's achievements and challenges during the preceding quarter. The quarterly narrative reports should address the categories noted below.

NARRATIVE REPORT REQUIREMENTS	
CATEGORY	NARRATIVE
Program Activities	Description of the program activities provided during the quarterly period. Brief description of activities planned for next quarter and how those activities will help employers, jobseekers and partners benefit from the program.
Accomplishments	Description of the grantee's significant accomplishments during the reporting period.
Challenges	Description of the challenges encountered by the grantee during the reporting period. Includes description of attempts to resolve challenges, gaps identified that could adversely impact program success, and recommendations for improving services and outcomes, as well as any technical assistance needed from WIC staff or the hospitality employer committee.
Lessons Learned	Description of the lessons learned during the reporting period, including programmatic, administrative, and fiscal
Capacity Development	Description of staff development and capacity building activities undertaken by the grantee to support improved outcomes

VIII. Review Process

A. Initial Review. DMPED grants personnel will review each application to determine whether they are responsive or nonresponsive to the requirements of this RFA. Applications determined to be ineligible or nonresponsive will be discarded.

B. Team Review. Each application determined to be responsive will be evaluated by a team of reviewers. Team members will represent a range of expertise in workforce development and may include WIC staff; other DC agency staff; and professionals from national and local organizations. The review team will evaluate and score applications based on the points assigned to each section of the application. After scoring and ranking all responsive applications, the review team will recommend up to three (3) applicants for an interview with the review team.

Proposals will be evaluated on the basis of the following criteria:

Evaluation Criteria	Points
1. Executive Summary	5
2. Project Staffing	5
3. Past Performance	10
4. Program Design	40
5. Data Collection and Evaluation	15
6. Financial and Facilities Management	10
7. Budget	15
Total	100

C. Applicant Interviews. Each of the applicants receiving a recommendation from the review team shall participate in an interview with the review team. The interview shall provide an opportunity for reviewers to clarify any questions or concerns identified during the team review. The review team shall score each interview based on the above evaluation criteria.

D. Final Selection. The review team will make recommendations regarding the selection of a grantee and WIC staff will present the findings to the WIC Executive Committee, which will make the final award decision. Any person, including any member of the Executive Committee, with a potential conflict of interest will be recused from participating in the selection process.

The grant award will be made to the highest rated applicant whose application is technically viable. The WIC reserves the right to request modifications to applications based on questions raised during the review process, and to award less than the full amount of funding requested if this is determined to be in the best interests of the District. The grant award shall be subject to:

- Demonstration that the applicant has, or will have by the conclusion of negotiations, site control of an appropriate program facility.
- Timely completion of grant negotiations between the WIC and the selected applicant.

Funding for this award is contingent on continued funding from the grantor. The RFA does not commit the WIC to make an award.

The WIC reserves the right to accept or deny any or all applications if the WIC determines it is in the best interest of the WIC to do so. The WIC shall notify all applicants whose applications are not accepted for funding under this RFA. The WIC may suspend or terminate this RFA pursuant to its grantmaking rule(s) or any applicable federal regulation or requirement.

The WIC reserves the right to issue addenda and/or amendments subsequent to the issuance of the RFA, or to rescind the RFA.

The WIC shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the applicant's sole responsibility.

The WIC may conduct pre-award on-site visits to verify information submitted in the application and to determine if the applicant's facilities are appropriate for the services intended.

If there are any conflicts between the terms and conditions of the RFA and any applicable federal or local law or regulation, or any ambiguity related thereto, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

IX. Application Process

Applicants must follow the procedures outlined in this RFA. The RFA is available on the Office of Partnerships and Grants Services at www.opgs.dc.gov, under District Grants Clearinghouse.

A. Award Period. Proposals submitted under this Request for Grant Applications should be ready to commence 30 days after award notification. The grant period will be for twelve (12) months from the date of execution of a grant agreement with the WIC. At the discretion of the WIC, four optional one-year extensions may be granted based on performance and the availability of funding.

B. Questions Regarding the Application. Any questions regarding development and submission of this RFA should be submitted via e-mail to LaToyia Hampton, Grants Manager of the Office of the Deputy Mayor for Planning & Economic Development, at latoyia.hampton@dc.gov. The deadline for submission of written questions is August 12, 2013 at 4:30 pm. Questions and answers will be reviewed at the RFA Informational Meeting and will be posted on www.dmped.dc.gov.

C. Application Timeline

RFA Released	July 19, 2013
RFA Informational Meeting	August 9, 2013, 10 a.m. Department of Employment Services Community Room 4058 Minnesota Avenue NE, Washington, DC 20019
RFA Responses Due	August 19, 2013, 4:30 pm To: LaToyia Hampton

Grants Manager, Office of the Deputy Mayor
for Planning & Economic Development
1100 4th Street SW, Suite E500
Washington, DC 20024

Applicant Notification September 19, 2013

Grant Start Date October 1, 2013

D. RFA Informational Meeting. An Informational Meeting on the RFA will be held on August 9, 2013, at 10 a.m. in the Community Room at the Department of Employment Services, located at 4058 Minnesota Avenue NE, Washington, DC 20019. Attendance is strongly encouraged.

E. Application Submission. One hard copy and one electronic copy (flash drive or CD) must be submitted. The hard copy should be clipped and not stapled, and may not be submitted in a binder.

For a check list of all required elements, see Attachment a.

All applications must be received by 4:30 pm on August 19, 2013. Applications mailed in advance must be sent via certified mail and received by 4:30 pm on the due date.

Submit applications to LaToyia Hampton, Grants Manager, Office of the Deputy Mayor for Planning & Economic Development, 1100 4th Street SW, Suite E500, Washington, DC 20024.

No incomplete, faxed, e-mailed or late applications will be considered. Applications that do not follow the required format will not be reviewed.

F. Equal Opportunity. All grantees must submit the Equal Employment Opportunity (EEO) Compliance Statement, and comply with the requirements of that statement while receiving funds awarded under this RFA. The EEO Compliance Statement can be found in Attachment d.

G. Grantee Qualifications. Eligible applicants must be able to demonstrate fiscal and administrative capacity by responding to the grantee qualifications and responsibilities listed below. A grant award is contingent upon fiscal and administrative qualification and successful grant execution. All applicants must provide the following documentation of qualifications:

- Documentation proving status as a legal entity and IRS tax status.
- IRS Form W-9 (Attachment f).
- Certificate of Good Standing from Department of Consumer and Regulatory Affairs (DCRA) (Attachment g).

- Certificate of Good Standing from Office of Tax & Revenue (OTR) (Attachment h).
- Applicant's most recent audited financial statements
- Proven fiscal capacity for fund accounting, including a copy of the organization's most recent independent annual audit report with all related attachments and the most recent Form 990. For a sole proprietor or for profit entities, include copies of the two (2) most recent year's federal income tax returns and the most recent year-end balance sheet and income statement. If no audited statements are available, provider must supply equivalent financial statements certified by provider to fairly and accurately reflect the provider's financial status

Prior to finalizing the grant agreement, the grantee will need to provide the following additional documents:

- Proof of child abuse clearance and criminal background checks for staff.
- A completed accessibility checklist (signed by authorized agency representative).
- Proof of insurance.

X. Grant Application

Applications should provide reviewers with a clear understanding of the organization's capacity and approach to deliver the services as outlined in the Request for Applications.

A. **Formatting Instructions & Requirements.** Portions of the application are formatted as a Word template form. The following tips should assist you in completing those parts of the application:

- Before you fill out the application, copy and paste the RFA Application portion of this document, **Section X**, into a new Word document and save it to your computer.
- For text responses, please type information in the highlighted area.
- For check boxes, point and left click your mouse to add or delete an "X."
- To change an entry, use your mouse to navigate backwards and then click the left mouse button to select the appropriate field.

The submitted RFA must address all questions and meet the following specifications:

- Formatted using a 1" margin and no smaller than a 12 point font;
- Include a table of contents;
- Typed;

- Cannot exceed 40 single spaced pages, with the exception of required attachments and budget information;
- The sequence of attachments should follow the order of the Proposal Checklist (Attachment a);
- Pages should be numbered and include a header or footer identifying the applicant's name, program model, and region; and
- Each section and sub-section should be identified.

B. Application Questions/Proposal Content

1. Basic Information

Name of Organization (Applicant):

Contact Name:

Title:

Address:

City:

State:

Zip:

Phone:

Fax:

Email:

Organizational Type

Please indicate your organizational type (check all that apply):

- ☐ Nonprofit, community- or faith-based organization
- ☐ Institutions of higher education
- ☐ Trade association or chamber of commerce
- ☐ Private, for-profit service provider
- ☐ Labor union or labor-management partnership
- ☐ Other *(please describe)*

Briefly summarize (250 words or less) your organization's history, mission and experience.

2. Executive Summary of Proposal (5 points)

In no more than 500 words, provide a brief overview of your proposal.

Total RFA amount requested: \$0

3. Project Staffing (5 points)

How many staff does your organization (or division of a very large organization) employ? 0

How many total FTEs will be allocated to this program? 0

Please attach an organizational chart depicting the management and staffing structure of your organization or division. Indicate on an attached organizational chart where the proposed program will fit (the attached chart will not count toward the page limit).

Provide a program staffing plan, including position descriptions, and areas of responsibility. The plan should include all staff providing direct services to jobseekers or employer partners, and any other staff who will be providing indirect support for contract activities.

Briefly describe how your organization conducts staff training and development. Include how you will orient and train staff to operate this program, the ongoing professional development or training program staff will receive, and your organization's approach to staff retention.

4. Past Performance (10 points)

Describe your experience in providing the required employer and jobseeker services outlined in section II, including outcomes achieved through the provision of similar services during any one (1) year within the past three (3) years. Provide information on the number of individuals served, employment and earnings outcomes for program participants, and positive outcomes for employers. Please be specific about the characteristics of populations served and how your organization matched jobseekers to the specific needs of an industry. Base your estimate on the set of services and "year" that makes most sense to your program (e.g. calendar year 2012, fiscal year, etc.)

Applicants must submit at least one (1) Past Performance Form and may submit up to three (3). The Past Performance Form (Attachment b) should be used to demonstrate your performance in the delivery of similar services in one (1) of the last three (3) completed program years. Applicants may include past performance for partner organizations on the Past Performance Form, but this information should be provided in addition to, and not in lieu of, the applicant's past performance documentation.

5. Program Design (40 points)

Provide a detailed narrative description of how your organization will deliver employer and jobseeker services outlined in Section II, including:

- a. Employer Services. Describe how your organization proposes to deliver each of the following employer services:
- Developing a screening and assessment protocol that incorporate minimum skill standards and other employment requirements identified by participating employers;
 - Conducting targeted and regular outreach to participating employers to develop employer partnerships and identify current and future hiring and skill requirements
 - Providing referrals of screened and assessed job candidates to participating employers;
 - Working with participating employers to identify and deliver post-placement retention and skill development activities for new hires;
 - Collecting and analyzing timely and regular customer satisfaction feedback from participating employers and applying findings to service and program improvements.
- b. Jobseeker Services. Describe how your organizations proposes to deliver each of the following jobseeker services:
- Conducting screening and assessments for eligible jobseekers
 - For all jobseekers who successfully complete screening and assessment activities, developing individualized service plans that identify career goals and job search strategies that will support those career goals;
 - For all jobseekers completing individualized service plans:
 - providing referrals to current job openings with participating employers that are consistent with the career goals and job search strategies identified in the individualized service plans; and
 - providing short-term training that orients jobseekers to industry standards and expectations
 - For all jobseekers obtaining placement in job openings with participating employers, providing job transition, career coaching and mentoring support to new hires for no less than twelve (12) months after the initial job placement.
 - Collecting and analyzing timely and regular customer satisfaction feedback from participating jobseekers and applying findings to service and program improvements.
- c. Additional Activities. Please describe how your organization will:
- Develop and implement a recruitment and referral plan that describes how training providers and similar organizations, including any organizations receiving training grants from the WIC, will refer jobseekers for placement and receive feedback from participating employers.

- Develop and implement a system to refer jobseekers that are not accepted for placement services to appropriate services, including the method that will be used to ensure that jobseekers receiving such referrals are able to access services. Where applicable, please describe any formal agreements or contracts your organization may have with service-providing organizations that will facilitate referrals.

6. Data Collection and Evaluation (15 points)

Describe the data management system or software that your organization will use to track participant and program activities and outcomes, including the Required Outcomes under section VI and the reporting requirements under section VII. Describe the reporting format that will be used to transmit individual performance data.

Describe how the program will use this data for planning, implementation, evaluation and improvement efforts. Provide at least one specific example of how data from a prior experience with similar programming was used to improve program performance.

Who in your organization is responsible for maintaining and evaluating the data system? Who in the program will be responsible for data entry, and who will be responsible for reporting? How will the program ensure that all service and outcome data is submitted in an accurate and timely manner?

7. Financial and Facilities Management

Financial Management

What is the annual operating budget of your organization (or division of a very large organization if appropriate)? \$0

Discuss the organization's fiscal management systems and staff's government contract (or other government funding source) accounting experience. Document any relevant experience administering performance-based awards, as well as the organization's capacity to manage financial risk due to poor performance.

Describe how program staff will coordinate with fiscal management staff to ensure proper tracking and documentation of participant and program performance.

Facilities

Describe the facilities that will be used to provide services, including the different locations for service delivery, total square footage of facilities, accessibility to target jobseekers, including those with disabilities, and equipment or resources that will be available to jobseekers, including computer hardware and software.

8. Budget

Budget Form

Complete and include the Budget Form (Attachment c). On this worksheet, applicants will indicate the organizational operating budget for the proposed program. The Budget Form reflects funds that will be received by the applicant under the RFA.

Budget Narrative

Attach a budget narrative. The narrative should provide a brief and concise explanation of the information included in the budget form, and must:

- a. Include each budget item in the same order as presented in the Budget Form. Include method and/or formula for estimating each line item figure.
- b. Provide evidence that the budget includes sufficient and appropriate resources, including staff, equipment and supplies, to meet the proposed program's goals and objectives. The budget narrative must reflect an understanding of the performance-based nature of the RFA, providing estimates of when the program will meet performance goals and plans for maintaining program operations prior to receipt of performance-based payments.
- c. If financial resources from other source(s), in addition to funds from this RFA, will support the program, please describe those funding sources and approximate amount of funding.

Audit

Attach a copy of the applicant's most recent fiscal audit or equivalent documentation.

9. RFA Certification

An authorized representative of the applicant organization must sign the Grantee Certification Form provided in Attachment e.

Please note that as part of the preliminary review process, the information provided in the DCRA Clean Hands Self Certification and the OTR Certificate of Good Standing forms will be used to ensure that the applicant does not owe any outstanding taxes or fees as of [date]. Because the District-wide system is updated on a weekly basis, applicants who may be paying outstanding taxes or fees immediately prior to the application due date should consider submitting a certified clean hands form demonstrating proof of payment in order to ensure consideration of their application

C. Application Attachments

The following documents are included as attachments to this RFA and should be completed and returned as part of the proposal package.

- a. Proposal Checklist
- b. Past Performance Form
- c. Budget Form
- d. Equal Employment Opportunity (EEO) Compliance Statement
- e. Grantee Certification Form
- f. IRS Form W-9
- g. Certificate of Good Standing from the Department of Consumer and Regulatory Affairs (DCRA)
- h. Certificate of Good Standing from the Office of Tax and Revenue (OTR)